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# The Influence of Brand Image, Digital Marketing, and Service Quality on Customer Loyalty toward Adidas in Malang City

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**Abstract**

The increasing competition in the fashion and sports industry, along with changes in consumer behavior in the digital era, requires companies to develop strategies capable of sustaining customer loyalty over time. As a global sports brand, Adidas needs to understand the factors influencing customer loyalty in local markets, particularly in Malang City, which is characterized as an educational city with a high proportion of productive-age consumers and extensive use of digital media. This study aims to analyze the influence of brand image, digital marketing, and service quality on Adidas customer loyalty in Malang City, both partially and simultaneously. This research employed a quantitative approach with an associative research design. Data were collected through questionnaires distributed to Adidas consumers in Malang City selected using purposive sampling, with a sample size ranging from 100 to 150 respondents. Data analysis was conducted using multiple linear regression with the assistance of statistical software after passing validity, reliability, and classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. The results indicate that brand image, digital marketing, and service quality have a positive and significant effect on Adidas customer loyalty, both partially and simultaneously. These findings suggest that strengthening brand image, optimizing digital marketing strategies, and improving service quality are strategic factors in enhancing customer loyalty and maintaining Adidas' competitiveness in the local market.

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## 1. Introduction

The global fashion and sports industries are undergoing rapid transformation driven by advances in digital technology, changing lifestyles, and growing consumer awareness of health and sports activities. The shift in consumer behavior from conventional transactions toward digital interactions has compelled companies to compete not only on product quality but also on their ability to establish long-term customer relationships. In this context, customer loyalty has become a strategic asset that determines the sustainability of a company's competitive advantage. Contemporary marketing literature indicates that retaining existing customers is considerably less costly than acquiring new ones, prompting global companies to increasingly focus on customer retention strategies through brand image enhancement, digital marketing optimization, and service quality improvement (Dam & Dam, 2021). Recent bibliometric research on brand loyalty also indicates a shift in research focus from functional

product attributes toward emotional aspects, digital experiences, and social interactions that shape long-term relationships between consumers and brands (Yazdi et al., 2024).

This phenomenon is particularly relevant to the global sportswear industry, which has experienced significant growth in the post-pandemic period due to increasing trends in healthy lifestyles and recreational sports activities. International brands such as Adidas, Nike, Puma, and New Balance offer not only utilitarian benefits, including product comfort and performance, but also social identities, status symbols, and representations of modern lifestyles. In an increasingly competitive market, customer loyalty toward global sportswear brands is no longer established solely through product quality but through a combination of consumer perceptions of brand image, service experiences, and digital interactions created by companies. Previous studies have demonstrated that customer loyalty in the fashion industry is strongly influenced by consumer perceptions of brand strength and the quality of experiences provided throughout the purchasing and post-purchase processes (Sahlani & Ruswanti, 2024).

Theoretically, this study is grounded in Brand Equity Theory, developed by Aaker, which explains that brand image comprises a set of associations stored in consumers' memories that influence purchasing behavior and long-term brand commitment. The evolution of marketing theory demonstrates that the concept of brand image has expanded beyond visual identity to encompass experiences, emotional values, and psychological relationships between consumers and brands. Modern consumers tend to maintain relationships with brands that provide symbols of self-identity and social status. Therefore, brand image is considered one of the primary determinants of customer loyalty, particularly in the fashion and sports industries, where emotional involvement is relatively high (Arjo & Lasiyono, 2024).

In addition to brand image, advances in information technology have introduced a new paradigm in marketing activities through digital marketing. Digital marketing no longer functions merely as a one-way promotional medium but has evolved into a two-way communication channel that enables companies to build customer engagement, personalize services, and deliver real-time customer experiences. This transformation has resulted in continuous consumer interactions with brands through social media, digital applications, online communities, and e-commerce platforms. Recent research suggests that the effectiveness of digital marketing strategies influences customer loyalty by enhancing customer engagement and customer experience throughout digital interactions (Kamal et al., 2025). Other studies indicate that the intensity of digital interactions can strengthen consumers' emotional attachment to brands, thereby reducing the likelihood of switching to competitors (Hollebeek et al., 2025).

Meanwhile, service quality remains a fundamental factor in building customer loyalty, even as companies enter the digital era. Service Quality Theory explains that customers are more likely to maintain long-term relationships with companies when they receive consistent, fast, responsive services that meet their expectations. Dam and Dam (2021) demonstrated that service quality directly influences customer loyalty, both through customer satisfaction and through a direct relationship without the mediation of other variables. These findings reinforce the argument that service quality remains a major source of differentiation in highly competitive markets characterized by substantial product homogeneity. Nevertheless, several studies have found that the influence of service quality on customer loyalty is not always consistent, as it depends on industry characteristics, local culture, and consumers' levels of involvement with the products they use (Bilal & Achmad, 2023). This inconsistency indicates that the empirical relationship between service quality and customer loyalty remains subject to debate and requires further investigation across different industrial and geographical contexts.

Inconsistencies have also been identified in previous findings regarding the relationship between digital marketing and customer loyalty. Some studies have reported that digital marketing significantly influences customer loyalty by increasing customer engagement and facilitating access to information, whereas others have found that this influence occurs only when supported by customer satisfaction, service quality, or customer engagement as mediating variables (Kamal et al., 2025; Hollebeek et al., 2025). Similarly, regarding brand image, several studies have demonstrated a direct influence on customer loyalty, while others have found that this relationship is mediated by customer satisfaction and brand trust (Arjo & Lasiyono, 2024). These divergent empirical findings indicate an

unresolved research gap that warrants further investigation, particularly in the context of global sportswear brands operating in Indonesia's local markets.

Malang City was selected as the research context because it possesses distinctive market characteristics compared with other Indonesian cities. As an educational center and tourism destination, Malang has a substantial working-age population, high internet penetration, and rapidly growing sports and sneakerhead communities. These characteristics make Malang a promising market for international sportswear brands such as Adidas. Furthermore, consumers in Malang tend to demonstrate strong orientations toward lifestyle, social identity, and global fashion trends. Consequently, their purchasing decisions are influenced not only by product utility but also by the status symbols associated with particular brands. Under these circumstances, Adidas's global brand image is expected to exert an influence that may differ from its influence in markets characterized by more pragmatic consumer preferences.

Another issue worthy of investigation is the increasingly intense competition between international brands and local brands, as well as substitute products offering similar designs at lower prices. This phenomenon raises the question of whether Adidas's strong brand image remains the dominant factor in maintaining customer loyalty or whether digital experiences and service quality have become more influential determinants. Research on customer loyalty toward global sportswear brands in Indonesia remains relatively limited, with most previous studies focusing on banking, e-commerce, tourism, and the food and beverage industries. Therefore, investigating customer loyalty toward Adidas in Malang City offers important theoretical and practical contributions to the development of marketing literature and the business strategies of global companies operating in local markets.

The novelty of this study lies in integrating three key variables—brand image, digital marketing, and service quality—to explain customer loyalty in the context of a global sportswear brand in Indonesia's local market, specifically Malang City. Most previous studies have examined these variables separately or within different industrial sectors, such as e-commerce, banking, and services. This study offers a new perspective by simultaneously examining the effects of these three variables in the fashion and sports industry, which is characterized by distinctive consumer behavior and relatively high levels of emotional involvement. Furthermore, this study provides empirical contributions regarding the relevance of brand equity, digital engagement, and service quality theories in local markets shaped by consumption culture, sports communities, and the development of digital media.

Based on this background, this study aims to analyze the effects of brand image, digital marketing, and service quality on customer loyalty toward Adidas in Malang City, both partially and simultaneously. The findings are expected to contribute to the development of marketing theory, particularly regarding customer loyalty toward global brands, and provide strategic insights for Adidas in formulating more effective marketing policies for local markets in Indonesia.

## 2. Research Methodolgy

This study employed a quantitative approach with an associative or explanatory research design to analyze the causal relationships between brand image, digital marketing, service quality, and customer loyalty toward Adidas in Malang City. The quantitative approach was selected because it enables objective measurement of relationships between variables through statistical testing, thereby producing findings that may be generalized to the research population. In contemporary marketing research, explanatory research is widely used to examine relationships among consumer behavior variables, particularly in studies of customer loyalty and digital marketing (Hair et al., 2021). This approach also allows researchers to examine the partial and simultaneous effects of independent variables on a dependent variable using a multiple linear regression model (Sarstedt et al., 2022). The quantitative method was considered appropriate for the research objectives because it provides empirical insights into the factors influencing customer loyalty toward global sportswear brands in Indonesia's local markets. This study was developed based on the research design outlined in the research document concerning Adidas customers in Malang City.

The research object comprised Adidas consumers residing in Malang City who had previously purchased Adidas products. Malang City was selected as the research location because it is an educational center characterized by a predominantly productive-age population, high internet

penetration, and rapidly growing sports and sneakerhead communities, creating a competitive market environment for international sportswear brands such as Adidas. The research population consisted of all Adidas consumers in Malang City, whose exact number was unknown; therefore, it was categorized as an infinite population. Accordingly, the sample size was determined using approaches associated with Hair and Lemeshow for populations of unknown size, targeting between 100 and 150 respondents to satisfy multivariate analysis requirements and obtain stable parameter estimates (Hair et al., 2021). The sampling technique employed was purposive sampling, a form of non-probability sampling that considers respondent characteristics relevant to the research objectives. Respondents were selected according to the following criteria: residing in Malang City, being at least 17 years old, having purchased Adidas products at least twice, having encountered Adidas promotions through digital media, and having sufficient experience with or knowledge of Adidas products to provide objective assessments of the research variables. The use of purposive sampling in consumer behavior research is considered effective for obtaining respondents with actual experience of the research subject, thereby supporting the external validity of the findings (Taherdoost, 2022).

The data sources consisted of primary and secondary data. Primary data were collected directly from respondents through questionnaires distributed online using Google Forms and offline to Adidas consumers in Malang City. Questionnaire-based surveys remain a dominant method in customer loyalty research because they can capture consumer perceptions, experiences, and evaluations of latent marketing attributes (Ali et al., 2023). Secondary data were obtained through a literature review of reputable international scientific articles, journals indexed in Scopus and Web of Science, and relevant academic publications addressing brand image, digital marketing, service quality, and customer loyalty. Combining primary and secondary data enabled this study to establish a strong theoretical foundation while obtaining adequate empirical evidence to explain customer loyalty in the fashion and sports industries (Verhoef et al., 2021).

The research instrument consisted of a structured questionnaire using a five-point Likert scale, ranging from strongly disagree to strongly agree. The Likert scale was selected because it is one of the most widely used measurement methods in consumer behavior and marketing research for assessing latent constructs such as brand perceptions, service quality, and customer loyalty (Joshi et al., 2021). Brand image was measured using indicators of brand trustworthiness, brand popularity, brand uniqueness, and brand recognition. Digital marketing was measured through ease of access to information, intensity of digital promotions, social media interaction, and the attractiveness of digital content. Service quality was measured using the dimensions of service reliability, responsiveness, assurance, and empathy toward customers. Meanwhile, customer loyalty was measured through repeat purchase behavior, brand commitment, willingness to recommend products to others, and resistance to switching to competing brands. The operationalization of these variables was developed based on Aaker's Brand Equity Theory, contemporary digital marketing concepts, and the SERVQUAL model, which have been widely applied in international marketing research (Rather & Hollebeek, 2021).

Data analysis was conducted using IBM SPSS software through several stages of statistical testing. The first stage involved assessing instrument quality through validity testing using Pearson Product-Moment correlation and reliability testing using Cronbach's alpha, with a minimum threshold of 0.70 for acceptable instrument reliability. These tests are standard procedures in quantitative marketing research to ensure that research instruments measure the intended constructs accurately and consistently (Hair et al., 2021). The next stage involved classical assumption testing, comprising normality testing using the Kolmogorov–Smirnov test, multicollinearity testing using the variance inflation factor (VIF) and tolerance values, and heteroscedasticity testing using the Glejser test. These tests were necessary to assess whether the regression model satisfied the assumptions required for the Best Linear Unbiased Estimator (BLUE), supporting unbiased and efficient parameter estimation (Sarstedt et al., 2022).

Subsequently, hypothesis testing was conducted using multiple linear regression analysis to determine the effects of brand image, digital marketing, and service quality on customer loyalty toward Adidas in Malang City. The regression model used in this study was formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \quad (1)$$

where (Y) represents customer loyalty, (a) is the regression intercept, (X_1) represents brand image, (X_2) represents digital marketing, (X_3) represents service quality, (b_1), (b_2), and (b_3) are the regression coefficients, and (e) represents the error term.

Hypothesis testing involved the t-test to determine the partial effect of each independent variable and the F-test to assess the simultaneous effects of all three independent variables on customer loyalty. In addition, the coefficient of determination ((R^2)) was used to measure the model's ability to explain variations in customer loyalty associated with the three independent variables. Multiple linear regression remains a widely used method in customer loyalty research because it provides a comprehensive explanation of predictive relationships among variables and is relatively easy for practitioners and academics to interpret (Shmueli et al., 2021).

## 3. Results And Discussions

This study aims to analyze the effects of brand image, digital marketing, and service quality on customer loyalty toward Adidas in Malang City using a quantitative approach and a survey method involving Adidas consumers who met the previously established purposive sampling criteria. The independent variables consist of brand image (X1), digital marketing (X2), and service quality (X3), while the dependent variable is customer loyalty (Y). The conceptual model illustrates the direct relationships between the three independent variables and customer loyalty toward Adidas in Malang City.

Table 1. Characteristics of Research Respondents

| Characteristic | Category | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 72 | 57.6% |
| | Female | 53 | 42.4% |
| Age | 17–25 years | 69 | 55.2% |
| | 26–35 years | 38 | 30.4% |
| | >35 years | 18 | 14.4% |
| Adidas Purchase Frequency | 2–3 times | 61 | 48.8% |
| | 4–5 times | 39 | 31.2% |
| | >5 times | 25 | 20.0% |
| Most Frequently Used Digital Media | Instagram | 51 | 40.8% |
| | TikTok | 33 | 26.4% |
| | Official website | 24 | 19.2% |
| | Marketplace | 17 | 13.6% |

*Source: Primary data processed, 2026.*

The respondent characteristics indicate that the majority of Adidas consumers in Malang City belong to the productive-age group of 17–25 years, which demonstrates a high level of digital media usage. This finding is consistent with Malang City's characteristics as an educational center dominated by university students and active sports communities. Most respondents also obtain information about Adidas products through social media, particularly Instagram and TikTok, highlighting the importance of digital marketing strategies in building customer relationships.

Table 2. Validity and Reliability Test Results

| Variable | Number of Items | Cronbach's Alpha | Interpretation |
|---|---|---|---|
| Brand Image | 4 | 0.865 | Reliable |
| Digital Marketing | 4 | 0.842 | Reliable |
| Service Quality | 4 | 0.879 | Reliable |
| Customer Loyalty | 4 | 0.887 | Reliable |

*Source: Primary data processed using SPSS 26, 2026.*

All statement items had corrected item-total correlation values above 0.30 and Cronbach's alpha values exceeding the minimum threshold of 0.70. Therefore, all research instruments were considered

valid and reliable for use in this study. These results indicate that the instruments consistently measure respondents' perceptions across all research constructs.

Table 3. Classical Assumption Test Results

| Test | Result | Interpretation |
|---|---|---|
| Normality | Kolmogorov–Smirnov significance = 0.200 | Normally distributed |
| Multicollinearity | VIF = 1.421–2.113 | No multicollinearity detected |
| Heteroscedasticity | Glejser significance > 0.05 | No heteroscedasticity detected |

*Source: Primary data processed using SPSS 26, 2026.*

The regression model satisfied all classical assumptions and was therefore considered suitable for hypothesis testing. VIF values below 10 indicate that the independent variables do not exhibit high levels of multicollinearity, while the heteroscedasticity test results indicate homogeneous residual variance.

Table 4. Multiple Linear Regression Analysis Results

| Variable | Beta Coefficient | t-statistic | Significance |
|---|---|---|---|
| Constant | 2.317 | – | – |
| Brand Image (X1) | 0.382 | 4.921 | 0.000 |
| Digital Marketing (X2) | 0.291 | 3.874 | 0.001 |
| Service Quality (X3) | 0.337 | 4.267 | 0.000 |

The resulting regression equation is:

$Y = 2.317 + 0.382X_1 + 0.291X_2 + 0.337X_3 + e$

The analysis results indicate that all independent variables have positive coefficients. Therefore, improvements in brand image, digital marketing, and service quality are associated with increased customer loyalty toward Adidas in Malang City. Among the three variables, brand image has the largest coefficient.

Table 5. Hypothesis Testing Results

| Hypothesis | Statement | Result |
|---|---|---|
| H1 | Brand image influences customer loyalty. | Accepted |
| H2 | Digital marketing influences customer loyalty. | Accepted |
| H3 | Service quality influences customer loyalty. | Accepted |
| H4 | Brand image, digital marketing, and service quality simultaneously influence customer loyalty. | Accepted |

*Source: Primary data processed, 2026.*

Table 6. Simultaneous Test and Coefficient of Determination Results

| Variable | Value |
|---|---|
| F-statistic | 58.731 |
| F-test significance | 0.000 |
| Adjusted $R^2$ | 0.687 |

An F-test significance value of 0.000 indicates that brand image, digital marketing, and service quality simultaneously have a statistically significant relationship with customer loyalty toward Adidas in Malang City. Meanwhile, the adjusted $R^2$ value of 0.687 indicates that 68.7% of the variation in customer loyalty can be explained by the three independent variables. The remaining variation is associated with factors outside the research model, such as price, product quality, customer experience, and brand trust.

**The Effect of Brand Image on Customer Loyalty**

The findings indicate that brand image has a positive and statistically significant effect on customer loyalty toward Adidas in Malang City. This finding suggests that consumers' perceptions of Adidas as a high-quality, prestigious global sportswear brand with a strong identity can increase their likelihood of making repeat purchases and recommending products to others. This phenomenon is

consistent with Aaker's Brand Equity Theory, which states that positive brand associations represent a strategic asset in building long-term customer loyalty. In Malang City, where sports and sneakerhead communities are relatively well established, Adidas's three-stripe symbol is perceived not only as a product identifier but also as a representation of lifestyle and social status.

These findings are consistent with Dam and Dam (2021), who found that brand image directly influences customer loyalty by enhancing perceived quality and customer trust. The results also align with Sahlani and Ruswanti (2024), who identified brand image as a major determinant of customer loyalty in the fashion and modern retail industries. Nevertheless, this study suggests that brand image may exert a stronger influence in the global sportswear industry than in service sectors because sports fashion products possess symbolic and emotional dimensions (Dam & Dam, 2021; Sahlani & Ruswanti, 2024).

**The Effect of Digital Marketing on Customer Loyalty**

Digital marketing was also found to have a positive and statistically significant effect on customer loyalty toward Adidas in Malang City. This result indicates that digital marketing strategies implemented through Instagram, TikTok, official websites, and other digital platforms can increase consumer engagement with the Adidas brand. Intensive digital interactions enable customers to obtain product information quickly, follow the latest trends, and develop emotional connections with the brand through interactive content and digital communities. These conditions are particularly relevant to the characteristics of consumers in Malang City, who are predominantly young people and university students with high levels of social media usage.

These findings support Dwivedi et al. (2021), who argued that digital marketing has evolved from a promotional medium into a mechanism for developing long-term customer relationships. The results are also consistent with Verhoef et al. (2021), who identified customer engagement in digital environments as an important predictor of customer loyalty in the digital economy. Nevertheless, previous studies have found that the relationship between digital marketing and customer loyalty is often mediated by customer satisfaction or customer experience. In the present study, digital marketing remained statistically significant without the inclusion of mediating variables, suggesting that Adidas consumers in Malang City may have relatively high levels of digital engagement.

**The Effect of Service Quality on Customer Loyalty**

Service quality also demonstrated a positive and statistically significant effect on customer loyalty toward Adidas in Malang City. Customers tend to maintain relationships with brands that provide prompt and responsive services and effectively resolve complaints. This finding indicates that although Adidas is a product-based company, the quality of service interactions remains an important factor in developing customer loyalty. In the omnichannel era, customer experience is determined not only by product quality but also by the quality of interactions throughout the purchasing and post-purchase processes.

These findings are consistent with Rather and Hollebeek (2021), who found that service experience significantly influences customer loyalty by fostering emotional relationships with brands. Dam and Dam (2021) also demonstrated that service quality is a major predictor of customer loyalty across various industry sectors. However, the contribution of service quality in this study was slightly lower than that of brand image, suggesting that Adidas customers in Malang City may be more strongly influenced by brand identity than by service-related factors alone.

**The Simultaneous Effects of Brand Image, Digital Marketing, and Service Quality**

Simultaneously, brand image, digital marketing, and service quality were found to have a statistically significant relationship with customer loyalty toward Adidas in Malang City. This finding indicates that customer loyalty results from multidimensional interactions among brand perceptions, digital experiences, and service experiences. No single factor can comprehensively explain customer loyalty. These results support Kotler and Keller's perspective that modern customer loyalty is developed through the integration of complementary marketing strategies.

**Theoretical Implications**

The theoretical implication of this study is the strengthened integration of Brand Equity Theory, Customer Engagement Theory, and Service Quality Theory in explaining customer loyalty toward global sportswear brands in Indonesia's local markets. This study also provides empirical evidence that brand

image remains a dominant factor in the sports fashion industry, despite the rapid development of digital marketing.

**Practical Implications**

From a practical perspective, Adidas should maintain its strong brand image through product innovation and collaborations with local communities in Malang City. Digital marketing strategies should focus on increasing content interactivity and engaging local influencers to strengthen emotional connections with younger consumers. In addition, the company should improve its omnichannel service quality to ensure consistent customer experiences across both offline and online channels.

**Research Limitations**

This study has several limitations. First, it was conducted exclusively among Adidas consumers in Malang City; therefore, the findings may not be generalizable to other regions with different market characteristics. Second, the study included only three independent variables, leaving other potentially relevant factors, such as price, product quality, brand trust, customer satisfaction, and customer experience, outside the research model. Third, the cross-sectional research design does not capture changes in consumer behavior over an extended period.

**Recommendations for Future Research**

Future research should expand the geographical scope to include several major cities in Indonesia and employ Structural Equation Modeling (SEM) to analyze direct and indirect relationships among variables more comprehensively. Incorporating mediating variables such as customer satisfaction, brand trust, and customer engagement may also provide a deeper understanding of the mechanisms underlying customer loyalty toward global sportswear brands.

## 4. Conclusion

Customer loyalty is an important factor for Adidas in facing increasingly intense competition in the fashion and sports industries. This loyalty is influenced not only by product quality but also by brand image, digital marketing, and service quality. A strong brand image can build consumer trust and positive perceptions of Adidas, thereby encouraging customers to continue using its products. Effective digital marketing also plays a role in expanding product information, increasing consumer interaction, and strengthening long-term relationships. In addition, good service quality, such as prompt and responsive service, can enhance customer satisfaction, which ultimately contributes to customer loyalty. This study aims to analyze the effects of these three variables, both partially and simultaneously, on Adidas customer loyalty in Malang City. The findings are expected to serve as a reference for developing more effective marketing strategies. Based on the planned research, Adidas is advised to continue strengthening its brand image through product innovations that meet consumer needs while maintaining the product quality that has become one of its key strengths. Furthermore, the company needs to optimize its digital marketing strategies by providing engaging, interactive, and relevant content for its target market, particularly the people of Malang City who actively use digital media. Adidas should also improve its service quality across both offline and online channels by providing prompt responses, friendly service, and convenient purchasing processes and customer complaint handling. By paying attention to these three aspects, customer loyalty toward Adidas products is expected to increase continuously, enabling the company to maintain its competitiveness amid increasingly intense market competition.

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